

4th INFANTRY DIVISION – ROCKY MOUNTAIN FRONT RANGE



Vision: “Best Hometown in the Army - Home of America’s Best”

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VISION 2015 – MAKING FORT CARSON THE BEST HOMETOWN IN THE ARMY

Senior Commander Introduction

We must never forget that the 4th Infantry Division (4ID) and Fort Carson exist for one purpose: to help the Army fight and win our Nation's wars. In order to do this, we must do four things without failure. We must train units to fight and win, deploy units anywhere in the world, develop leaders and Soldiers who can carry on the Army's mission, and, finally, take care of each other. It is "MISSION-SOLDIER-FAMILY-TEAM-PROTECT THE FORCE" that embodies this approach.



Units and Soldiers will prepare for combat operations in accordance with the Army Force Generation (ARFORGEN) cycle. This organization will be comprised of disciplined, professional Soldiers and Leaders who live the Army Values and maintain a Warrior Ethos...Soldiers who are prepared to deploy anytime, anywhere and are determined to win. We will forge a "Mountain Post Team" of Soldiers, Families, and Civilians who possess a deployable mindset and we will take care of each other.

The 4ID, our tenants and TRA (Training Resource Authority) units, are superior fighting forces with long and storied histories. Continuing with tradition, we must remain at the ready. Our organizations are imbued with bold leaders, agile formations, and confident warriors who are essential to fight and win regardless of the danger, complexity, and ambiguity of the Operational Environment.

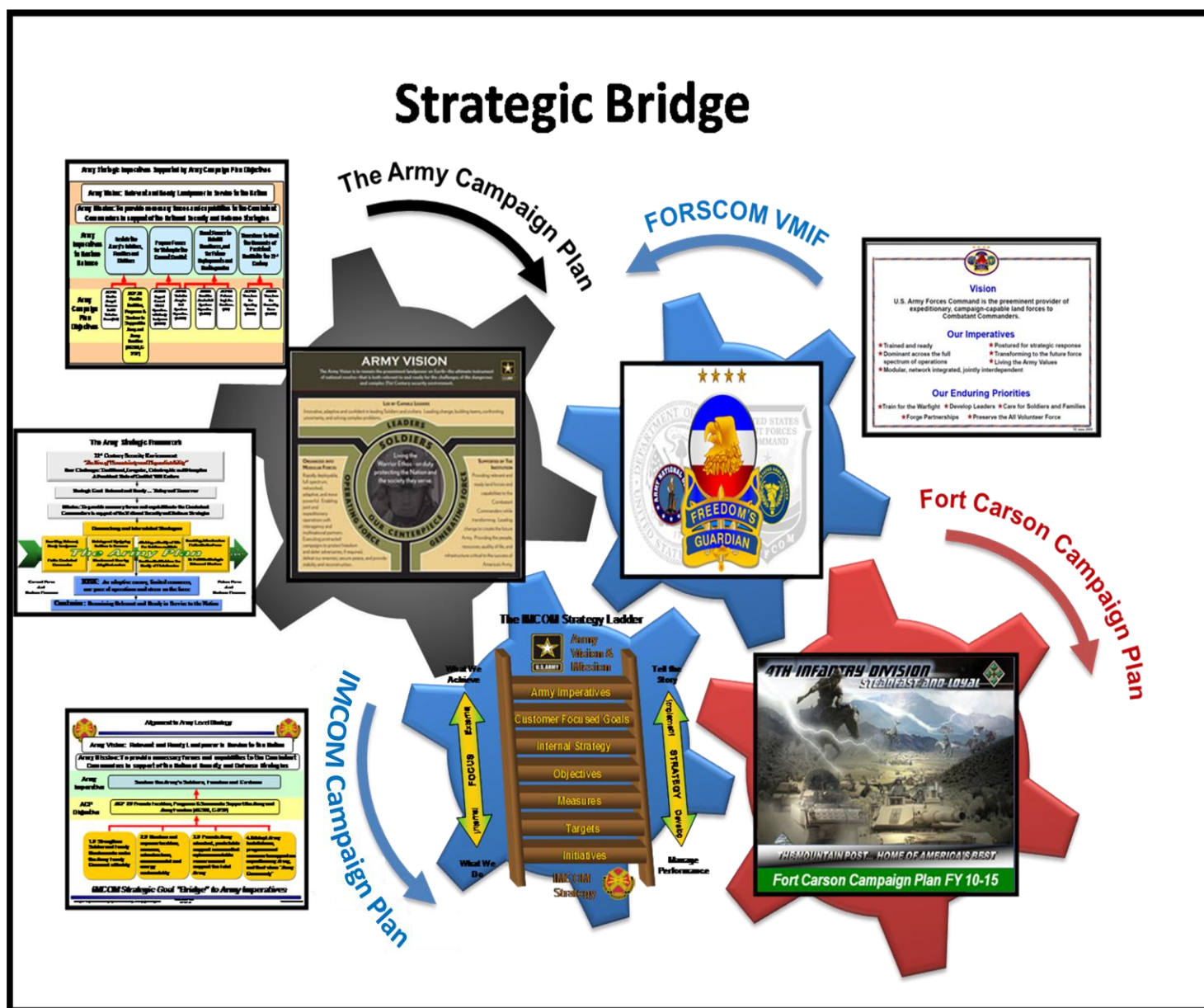
The Mountain Post is the ‘Best Hometown in the Army’. We must inform our Soldiers and their Families about the installation’s commitment to the tenants of “Mission-Soldier-Family-Team-Protect the Force.” Multiple initiatives are currently underway in which partnerships will be forged between Soldiers, Families, and the community.

Current high operational tempo rates make the quality time Soldiers have with their Families more important than ever before. Balanced training within the tenets of “Mission-Soldier-Family-Team-Protect the Force” will improve the quality of life of our Soldiers and Families, while maintaining our readiness to deploy, fight, and WIN our Nation’s wars.

Setting the installation’s conditions for the future by securing proper resources, attracting the best Soldiers and Civilian workforce, will continue our growing momentum. Many long hours of hard work have gone into this campaign plan, which will lead to mission success of Fort Carson in 2010 and beyond. We are “The Mountain Post...Home of America’s Best!”



David G. Perkins
Major General, US Army
Commanding



"The Army we have is a supremely adaptable and flexible force- able to deploy rapidly, operate with more autonomy, and slide along the scale of the conflict spectrum to confront very different types of threats."

Robert Gates
Secretary of Defense

Vision

The Senior Commander's vision for the Fort Carson community is that we are the preeminent team of combat focused Soldiers, Families, and Community achieving excellence in the support of each other and the Army's mission. The Mountain Post is "The Best Hometown in the Army – Home of America's Best!"

Mission

The Fort Carson Community, 4th Infantry Division, tenant units, and Civilian workforce train, deploy, and sustain units and teams for combat; on order, conduct decisive full-spectrum operations in order to accomplish Combatant Commander Objectives in defense of the Nation.

Commander's Intent

We must never forget Fort Carson exists for one purpose: to help the Army fight and win our Nation's wars. In order to fulfill our purpose, we must do four key tasks without fail:

- ❖ Train units to fight and win when called
- ❖ Deploy units anywhere in the world
- ❖ Develop leaders and Soldiers who can carry on the Army's mission
- ❖ Take care of each other...Soldiers, Families, and Civilians.

Endstate

Fort Carson and 4th Infantry Division, as the premier Power Projection Platform at the forefront of Department of Defense (DOD) modernization and integration, prepares and leads forces in full spectrum operations while providing unparalleled facilities, infrastructure, and a community environment that cares for and supports military, Civilians, and Families.



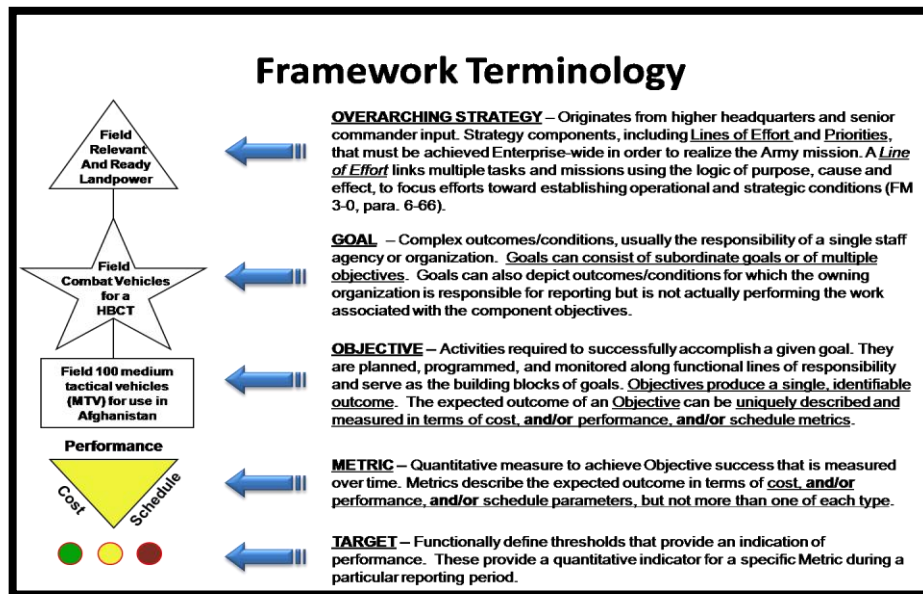
Fort Carson Campaign Plan Framework



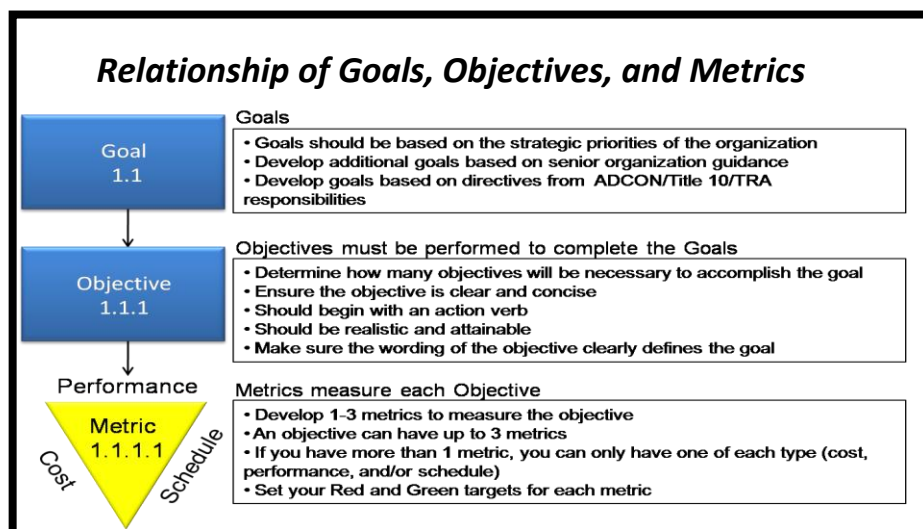
The five lines of effort (LOE’s) established within this Campaign Plan represent the total effort to restore balance within the lives of Soldiers and their Families and set the conditions that clearly establish Fort Carson as the Army’s premier installation. Similar to the doctrinal lines of effort represented in FM 3-0, the Fort Carson Campaign Plan LOEs link multiple tasks and missions using the logic of purpose and cause & effect to focus efforts toward establishing operational and strategic conditions.

Each LOE is paired with an enduring priority that helps to define the conditions for success and provide an azimuth to ensure the course is true. Similar to the doctrinal definition of center of gravity, the enduring priority is vital to the LOE, provides the focal point, and can be the greatest strength or weakness in achieving the strategic endstate.

Each LOE has a supporting hierarchy of goals, objectives, and metrics that combine to provide meaningful benchmarks in achieving the desired outcome for the Mountain Post. The following page explains the framework terminology used throughout the Campaign Plan.



The framework terminology used in the Fort Carson Campaign Plan is a combination of Army doctrinal terms and Civilian best practices. The meaningful use of terms creates a hierarchy that can be easily understood. The highest level within the hierarchy is the line of effort. Subordinate to the line of effort is a goal. Goals facilitate the development of strategic priorities into a logical partitions based on functionality or organizational responsibility. Objectives are specific tasks or activities required to fulfill the successful completion of the goal. Finally, metrics are how objectives are measured in order to best evaluate and assess the progress of the Campaign Plan. Within the Fort Carson Campaign Plan, different levels of the hierarchy have been numbered in order to create a quick reference system.



ARFORGEN

In this era of persistent conflict, Combatant Commanders and civil authorities require a constant supply of trained and ready land forces.

ARFORGEN involves a structured progression that builds unit readiness over time, resulting in recurring periods of availability of trained, ready and cohesive modular units to meet both combatant command and Army requirements.

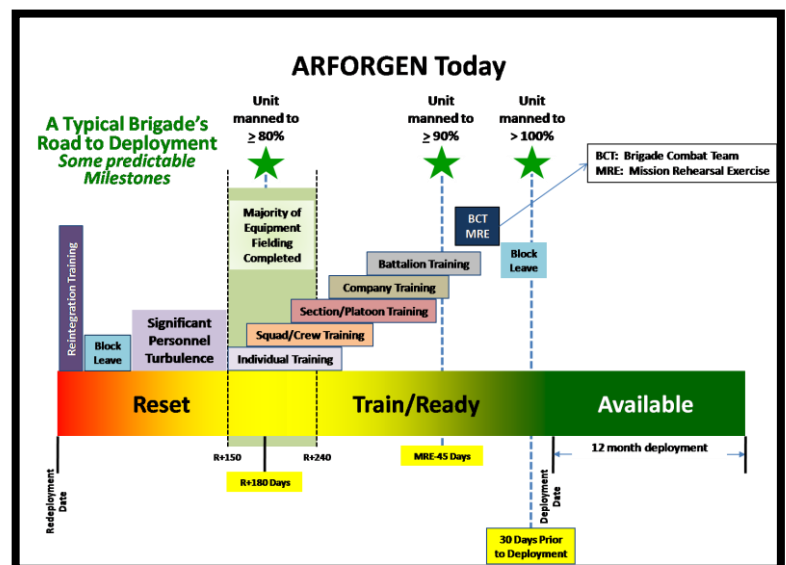
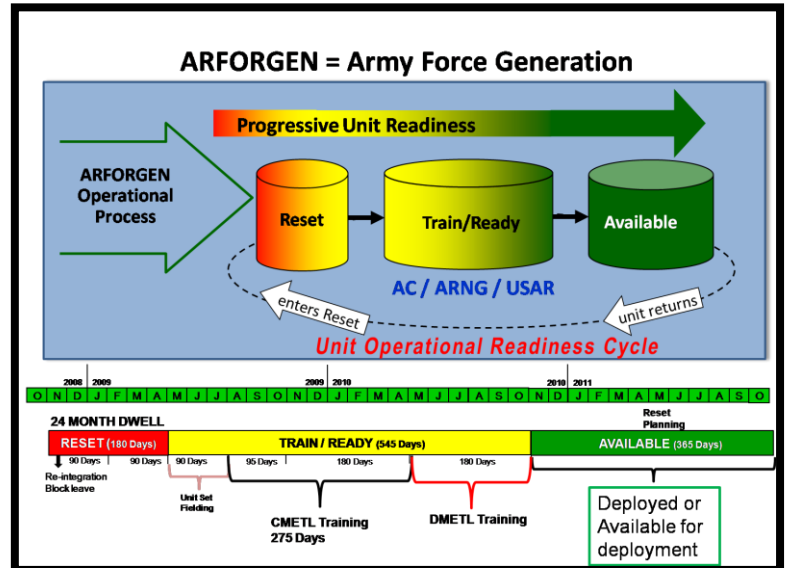
Fundamentally, ARFORGEN is a cyclic training and readiness process that synchronizes strategic planning, prioritization and resourcing to generate trained and ready modular expeditionary forces tailored to joint mission requirements.

The Army must adapt and implement ARFORGEN to meet strategic requirements for continuous full-spectrum operations and preserve the All Volunteer Force in persistent conflict.

Adherence to the training and readiness guidance for each of the ARFORGEN phases will reduce uncertainty for Soldiers, Families, and the Rocky Mountain Front Range Region that is home to Fort Carson.

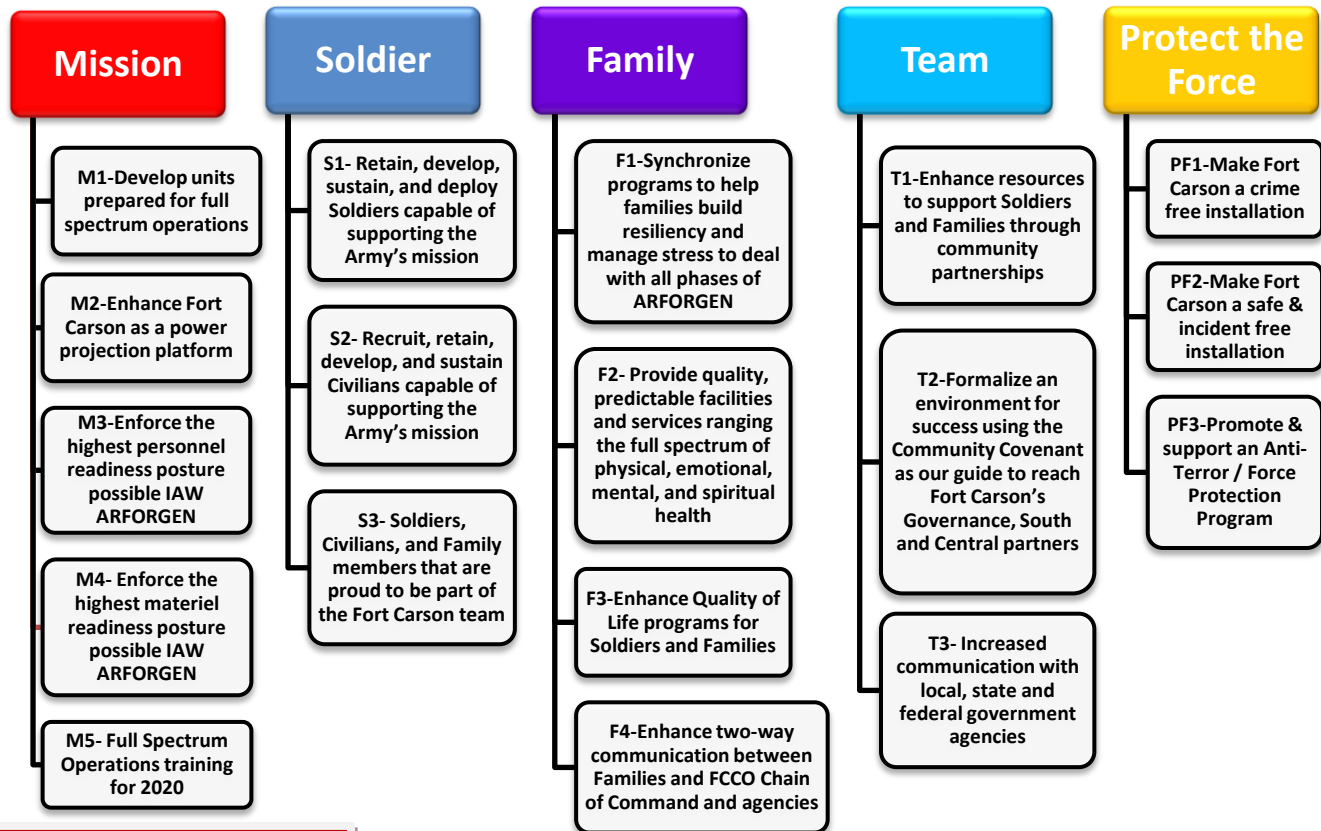
"Army Force Generation has proven to be a flexible and responsive process of Army systems that is meeting force-provider requirements in a condition where demand exceeds supply."

GEN Charles C. Campbell
Commanding General
U.S. Army Forces Command



Fort Carson Campaign Plan Hierarchy

The following illustrates the LOE hierarchy and high priority objectives.



High Priority Objectives

Mission

- 1.1.1 Develop the FCCO Training Management System (ARFORGEN)
- 1.1.2 Expand & Improve Fitness Facilities (Combatives, Outdoor / Indoor)
- 1.2.1 Streamline and improve SRP process
- 1.3.1 Reduce the number of medical non-deployable Soldiers in the deploying BCT's
- 1.4.1 Implement a command inspection program and staff assistance visits targeting Command Supply Discipline Program (CSDP) services and maintenance compliance
- 1.5.2 Sustain and develop Ft Carson / Piñon Canyon range modernization

Soldier

- 2.1.1 Align school capacity with Soldier's needs
- 2.2.1 Educate the Civilian workforce
- 2.2.2 Provide dedicated training time for Civilians skill development
- 2.3.1 Provide updates to policy letters, regulations, and local training directives
- 2.3.2 Conduct events that encourage organizational esprit-de-corps and sense of belonging to a team

Family

- 3.1.1a Build Family Readiness Groups and Rear Detachments into cohesive teams with capabilities to help Families solve problems
- 3.2.1 Ensure that existing Family programs and services are standardized and properly resourced
- 3.3.5 Improve access to both on and off post services and facilities (Warrior Family Community Partnership)
- 3.4.1 Improve communications to foster understanding and attain a "Community of One" (Improve Communication)

Team

- 4.1.1 Establish a centralized location and process for resource exchange
- 4.2.1 Re-sign the Community Covenant
- 4.3.1 Establish a strong, active advisory board to share information with state government and legislative leaders

Protect the Force

- 5.1.4 Ensure company / troop / battery commanders meet the suspense to DES for completion of Commander's Reports of Disciplinary Actions
- 5.2.1 Establish an Aggressive Media Campaign to Promote Safety Awareness
- 5.2.2 Emphasize organization awards program to recognize outstanding safety performance
- 5.2.3 Implement the Community Health Promotion Council
- 5.2.4 Implement Applied Suicide Intervention Skills Training (ASIST) Program
- 5.3.2 Maintain and rehearse the Installation Antiterrorism/Force Protection (AT/FP) Plan

Campaign Plan Lines of Effort (LOEs) Overview

MISSION

The enduring priority for the Mission LOE is – *Reset and Train for Combat*. At endstate, all personnel are ready to execute critical individual, collective, and leadership training supported by world-class facilities and services. We do this to fully prepare units and Soldiers for Full Spectrum Operations (FSO). IAW the Army's ARFORGEN cycle, units and Soldiers prepare to execute present and future missions. These efforts require a visualization of the desired endstate and initiating resources against the requirements.



The keys to success for the Mission LOE are:

- ❖ Focus on fundamentals
- ❖ Fort Carson units equipped and sustained
- ❖ Focus on FSO Mission Essential Tasks (METL) and adjust for assigned mission tasks once a LAD (Latest Arrival Date) and/or an area of operation has been determined
- ❖ Maximize limited resources through internal and external partnerships
- ❖ The Community Covenant provides the basis for building strong communities and partnerships that enhance the resilience and readiness of Soldiers and Families

SOLDIER

The enduring priority for the Soldier LOE is – *Develop the Total Force*. A total force (Soldiers, leaders, and Civilians) who live the Army Values and maintain the Warrior Ethos. Leadership that is actively engaged in developing Soldiers and Civilians while continuously leveraging risk mitigation against mission accomplishment. An experienced Civilian workforce as a combat enabler supporting all operational and training missions both at home and abroad.

The keys to success for the Soldier LOE are:

- ❖ Develop leaders who are adaptive, innovative, agile, and culturally astute
- ❖ Ensure leaders have the requisite skills to understand, visualize, describe, direct, and assess
- ❖ Leadership is the difference – it is the integrating element of combat power that exponentially improves outcomes when combined with the other elements of combat power
- ❖ Sustain and develop a work environment that promotes mutual respect, trust, professional development, personal growth, and teamwork



FAMILY

The enduring priority for the Family LOE is – *Care for Soldiers and Families*. A “Mountain Post” Team of Soldiers, Families, Civilians, and retirees who are “America’s Best”. An engaged, close knit Family that shares a common bond and takes care of one another through all phases of ARFORGEN. A system that supports Family readiness and that enhances all aspects of the military’s capability, knowledge, experience, and opportunities to succeed in the operational environment.

The keys to success for the Family LOE are:

- ❖ Instill a lifelong sense of belonging, commitment, and service within our Army Family
- ❖ Provide quality, predicable facilities and services ranging the full spectrum of care (housing, morale and welfare, spiritual, recreational, dental, medical, safety, etc...)
- ❖ Invest in people, programs, and infrastructure to deliver the quality of life for Army Families commensurate with the sacrifices they make for our Nation

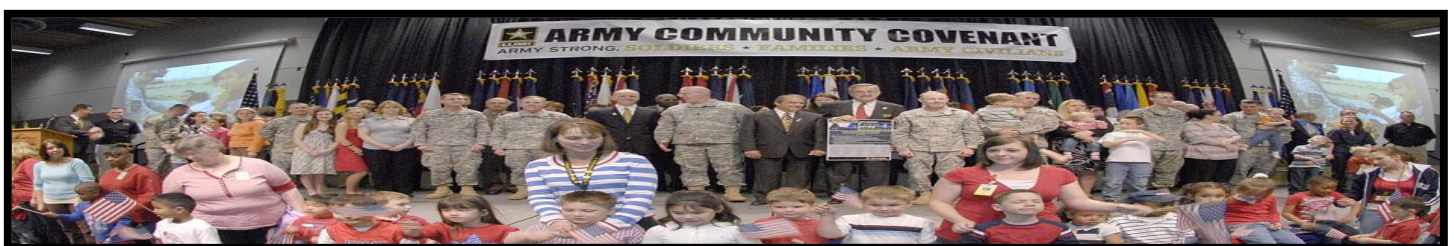


TEAM

The enduring priority for the Team LOE is – *Forge Community Partnerships*. A team of teams: Soldiers, Families, Civilians, retirees, and private and public sector communities with a common goal to forge partnerships to sustain “America’s Best”. A team that uses the Community Covenant as the foundation for solid relationships. A partnership with open communications to understand one another’s needs and requirements, aggressively filling the gaps to provide the best quality products and services to our Soldiers and Families.

The keys to success for the Team LOE are:

- ❖ Form the new team with outreach to the community and include the public and private sectors in the larger Colorado Springs and Regional Area
- ❖ Maximize limited resources through internal and external partnerships
- ❖ The Community Covenant provides the basis for building strong communities and partnerships that enhance the resilience and readiness of Soldiers and their Families



PROTECT THE FORCE

The enduring priority for the Protect the Force LOE is – *Safeguard America's Best*. Preserve and protect the force by enforcing standards and inculcating risk mitigation in all we do. Safeguard our Soldiers, Families, Civilians, and infrastructure through proactive and disciplined force protection measures, risk management, and rigorous security programs.

The keys to success for the Protect the Force LOE are:

- ❖ Develop programs and initiatives that address decreasing crime throughout the installation
- ❖ Active engagement of all leaders at every level is essential; establish safety programs at every level (programs for special emphasis include suicide, substance abuse, motorcycle safety, and domestic violence)
- ❖ Continually assess safety programs, learn quickly, and disseminate life saving measures across the Fort Carson Community
- ❖ Provide high-quality emergency services



"We're building an Army that is a versatile mix of tailor able and networked organizations operating on a rotational cycle...to provide a sustained flow of trained and ready forces for full spectrum operations...and to hedge against unexpected contingencies...at a tempo that is predictable and sustainable for our all-volunteer force. That's what we're doing. That's the direction we're headed. I believe it will give us exactly the kind of Army we'll need for the challenges of the 21st Century."

Gen. George W. Casey
Chief of Staff of the Army

What tells us we made the Fort Carson Community better?

The Fort Carson Campaign Plan will only be words on paper unless it spurs plans for action; including policies, programs, procedures, and projects. Logically, these plans for action will require continual monitoring, assessment, and analysis to determine their effectiveness. Campaign Plan metrics must be meaningful and are critical to ensuring evaluation of plans for action and prioritization of resources. Leadership makes the difference in this process through developing the best in others and gaining support of the community. All efforts are designed to make Fort Carson the “Best Hometown in the Army – Home of America’s Best.”

We will know the Fort Carson Community is getting better when...



4th Infantry Division and tenant units continue to make monumental contributions in this era of persistent conflict through deployment of professional and trained units to Iraq and Afghanistan.



Fort Carson is widely recognized as the Army’s premier division-sized installation and foremost location for high altitude mountain environment training – creating irreversible momentum here on the Rocky Mountain Front Range.



4th Infantry Division and tenant units’ exceptional re-enlistment rate demonstrates that once arriving at Fort Carson, Soldiers and Families overwhelmingly choose to remain here.



Fort Carson Soldiers and Families regain their balance and reduce the stress caused from the last eight years of continuous conflict.



Support from the Rocky Mountain Front Range Community continues to positively influence sustained growth and partnership that enhances quality of life.

Fort Carson Campaign Plan History and Management

The Fort Carson Campaign Plan began its development in September 2009 when the Senior Leaders met for the first time to establish objectives and priorities. Through hard work and persistent effort, the Campaign Plan advanced to a draft document in March 2010. After the draft document was validated at a Leadership Offsite, it went through a vetting process prior to publication. The following timeline has guided our efforts towards publication and execution:

March '10	April	May	June	July								
Senior Leadership Offsite to review the DRAFT CAMPLAN	Monthly LOE Senior Leader Meeting & Weekly LOE Lead Staff Agency Meeting	Monthly LOE Senior Leader Meeting & Weekly LOE Lead Staff Agency Meeting	Senior Leader Synch Meeting with CG to gain approval of CAMPLAN	Publish the Fort Carson CAMPLAN								
August	September											September '11
Senior Leadership Offsite to validate the Transition Plan to Rear-Detachment and MSE	Division HQs Deploys Transition to MSE for Management of CAMPLAN	<div>Monthly SMS Assessment of CAMPLAN</div>										

The Campaign Plan faces its first challenge when the 4th Infantry Division deploys to a theater of operation. Management of the Campaign Plan will transition to the capable hands of the Mission Support Element (MSE) during the time of the deployment and will continue to be assessed by the Installation Senior Commander and Senior Leaders.

The Fort Carson Campaign Plan is built into the Strategic Management System (SMS) for the purpose of making monitoring and assessments easier. The MSE will conduct monthly meetings utilizing SMS to manage the Campaign Plan during the absence of the division headquarters on Fort Carson. When the division headquarters returns they will again assume direct management of the Campaign Plan.

Campaign Plan Lines of Effort (LOEs) Details

1.0 MISSION

The enduring priority for the Mission LOE is – *Reset and Train for Combat*. At endstate, all personnel are ready to execute critical individual, collective, and leadership training supported by world-class facilities and services. We do this to fully prepare units and Soldiers for Full Spectrum Operations (FSO). IAW the Army's ARFORGEN cycle, units and Soldiers will be prepared to execute present and future missions. These efforts require a visualization of the desired endstate and initiating resources against the requirements.

The keys to success for the Mission LOE are:

- ❖ Focus on fundamentals
- ❖ Fort Carson units equipped and sustained
- ❖ Focus on FSO Mission Essential Tasks (METL) tasks and adjust for assigned mission tasks once a LAD and/or an area of operation has been determined
- ❖ Maximize limited resources through internal and external partnerships
- ❖ The Community Covenant provides the basis for building strong communities and partnerships that enhance the resilience and readiness of Soldiers and Families

Mission Focus – The Army, as the nation's preeminent land component within the Joint Force, has the primary mission to fight and win our nation's wars. Achieving our desired endstate through an effective training approach ensures our vital contribution to Army mission accomplishment. We remain totally committed to winning wars in Afghanistan and Iraq. We remain ready to deploy and serve in joint and combined contingencies across the full spectrum of operations. Combat readiness, defined by focused mission essential task proficiency, is our top priority. Achieving combat readiness, as described by our desired endstate, is the essence of our Mission Focused Training Strategy.

The Mission LOE is comprised of five goals; these are the Methods, the "how," for success:

- 1.1 Develop units prepared for Full Spectrum Operations (FSO)
- 1.2 Enhance Fort Carson as a power projection platform
- 1.3 Enforce the highest personnel readiness posture possible IAW ARFORGEN
- 1.4 Enforce the highest material readiness posture possible IAW ARFORGEN
- 1.5 Full Spectrum Operations training for 2020

The Challenge – Maximizing training time and resources under the ARFORGEN model. For the next several years, it is unlikely that we will achieve the Army's desired 1:2 dwell ratio within the ARFORGEN model. Even when we do, maximizing available training time and

resources will continue as one of the greatest responsibilities of commanders. Mission Focus allows us to meet this challenge. Maximizing available training time in harmony with the resources necessary to train effectively is the essence of our Mission Focus approach. Mission Focus allows us to narrow our scope on only the most important mission essential tasks. Mission Focus, combined with the parameters of the ARFORGEN process, empowers us to adopt a training approach of progressive combat readiness building through the three ARFORGEN cycles (RESET, Train/Ready, and Available). Our progressive build approach enables units to sustain fundamental skills while ramping up towards combined arms, integrated operations conducted under Operating Environment (OE) conditions. At the end of Train/Ready cycle decisive training operations, units emerge in a state of full combat readiness—ready to deploy in support of ongoing combat operations, or prepared to deploy in support of emerging contingencies.

Risk Reduction – specific actions to reduce operational and force management risk:

- ❖ Achieve balance during RESET phase of ARFORGEN
- ❖ Within ARFORGEN apply priority and focus to units closest to the Available phase
- ❖ Within each unit's training plan, focus on assigned theater operational mission no later than nine months prior to deployment date

Senior leader oversight of the Mission LOE: 4ID DCG-M

Lead staff agency of the Mission LOE: 4ID G3



1.1 Develop units prepared for Full Spectrum Operations (FSO)

OPR - 4ID G3, MSE G3, and 4ID Engineer

The basis of a well prepared unit lies in the training that unit receives prior to deployment. Developing units prepared for full spectrum operations entails a need for quality training management as well as first rate training facilities. Units prepared for success in full spectrum operations will incorporate quality training management and excellent facilities in order to ensure mission success.

The necessary conditions for success are the understanding of the Commanding General's Training Guidance by individual units under 4ID control as well as adequate training facilities in which to conduct that training.

To ensure units are prepared for full spectrum operations, 4ID G3, MSE G3, and 4ID Engineer will focus on the following tasks:

- 1.1.1 Develop the Fort Carson, Colorado (FCCO) training management system (ARFORGEN)
- 1.1.2 Expand and improve fitness facilities
- 1.1.3 Establish FCCO NCO Academy (WLC)
- 1.1.4 Provide TRA support to designated TRA units
- 1.1.5 Build a squad training complex in Area B
- 1.1.6 ARFORGEN synchronization to 36 months
- 1.1.7 HBCT to IBCT equipping
- 1.1.8 Review driver's training road course POI and training site
- 1.1.9 UAV training & standardization
- 1.1.10 Ensure capability to train for full spectrum medical operations through 2020
- 1.1.11 Rotary wing support
- 1.1.12 Improve shower availability for off-post personnel

1.1.1 Develop the FCCO training management system (ARFORGEN)

The current FCCO training management system establishes the foundation for training for the 4th Infantry Division and Fort Carson, Colorado and within current and future TRA designated units. It is the Senior Commander's intent for the successful preparation of Soldiers, Leaders, and units for the complex, lethal and dynamic nature of current and future battlefield. The Senior Commander's Training Strategy is an enduring expression of ways and means used to achieve the desired endstate of our training efforts. It describes the key objectives and

necessary outcomes of our training systems. This strategy serves a twofold purpose: first, this strategy is the foundation for operating force training plan development and execution; second, it guides the manner in which the generating force/institutional support base provides resources and prioritization of effort to operational force combat readiness.

The task requires development of an effective multi-year ARFORGEN synchronization calendar which includes a comprehensive presentation showing units implementing the Cyclic Training Guidance (CTG). The Commanding General's Training Strategy was published in Nov 2009 along with the FCCO Training Management Mission Support Order (MSO). Units are issued their CTG depending on what phase of ARFORGEN they are in. After units receive their CTG they will brief their Cyclic Training Brief to the FCCO Command Group.

1.1.2 Expand and improve fitness facilities

Design and identify facilities and locations to construct Outdoor Combative Training Facilities and Physical Training Pits for platoon size elements to support the FCCO Modern Army Combatives Program (MACP) Training Program.

1.1.3 Establish FCCO NCO Academy (WLC)

An on-site NCO Academy alleviates backlog in training today's junior leaders as they prepare to transition to the professional NCO corps. This will also allow units to minimize the Soldier's time away while reducing costs by eliminating TDY expenses. The focus of this Academy is to train and prepare junior enlisted Soldiers to become Non Commissioned Officers (NCOs).

1.1.4 Provide TRA support to designated TRA units

We will support TRA units at FCCO as if they are part of 4ID. Our working relationship will focus on integration and continuous communications with all FCCO units.

1.1.5 Build a squad training complex in Area B

Units need a roll-on/roll-off training facility that allows them to capitalize on available training time. A squad training complex reduces the administrative burdens on the unit by providing the necessary environment with flexibility of use. This flexibility is afforded by making this a BCT centric training site with BCT management and oversight. Available facilities include a small MOUT site, a blank/simulation fire shoothouse, and squad assault lanes.

1.1.6 ARFORGEN synchronization to 36 months

The current ARFORGEN synchronization does not extend to 36 months. A 36 month timeline gives commanders greater predictability and situational awareness of the expectations of their units, allowing them to plan accordingly. This objective seeks to bring support agencies and units together on a regular basis to synchronize short-, medium- and long- term requirements, provide support agencies priority of effort, and identify friction points and resolve conflicts.

1.1.7 HBCT to IBCT equipping

Full spectrum operations changed the way we equip and employ our units. Heavy units must now transition and prepare for a more asymmetrical fight. It is imperative that FCCO provides the direction and facilities to ensure the success of our units as the transition from HBCT to IBCT becomes more commonplace.

1.1.8 Review driver's training road course POI and training site

A holistic look at the driver's training POI and training site allows us to evaluate its relevance to today's fight across the entire range of vehicles utilized in theater. An increase in the quality of training will result from tailoring the POI and improving the training areas to mimic the asymmetrical fight and dangers of the modern battlefield.

1.1.9 Unmanned Aerial Vehicle (UAV) training & standardization

The 4ID UAV units do not have the typical oversight for safety and standardization as a UAV unit within a Combat Aviation Brigade (CAB). 1-2 Attack Reconnaissance Battalion (ARB) will provide mentorship and guidance to the 4ID UAV program to ensure compliance with Army requirements.

1.1.10 Ensure capability to train for full spectrum medical operations through 2020

Provide an all encompassing medical training program to meet the needs of medical training to ensure competence in medical proficiency while nesting its rudiments within the ARFORGEN cycle. Comprehensive medical training requires the proficiency of medical tasks from point of injury to final disposition encompassing various real world scenarios. Because of the level of intensity to be certified and proficient in these life-saving tasks, adequate time and facilities to train and/or re-train in these objectives is vital. From this overarching perspective, such training will combine different levels of knowledge through training lanes facilitating individual task

proficiency thereby progressing to collective tasks. Due to the multitude of medical situations, such medical training needs to be expansive incorporating different medical techniques while understanding the use of life-saving equipment. From this perspective, such training requires robust resources that are routinely available.

1.1.11 Rotary wing support

Capitalize on and promote FCCO High Altitude Mountain Environment Training (HAMET) training capabilities to serve as the Army's premier high altitude training site. Improve information sharing through Rotary Wing Synchronization Conferences. Expand our relationship with National Guard and Reserve unit to include sling load training and essential cooperative rotary wing tasks.

Provide the consistent rotary wing capability to support all brigade and separate tenant units with attack, lift, and Air Ground Integration (AGI) training aircraft for future deployment capability. Provide additional fixed wing capability for assault, sustainment and air drop capability. Provide a finished document requesting Federal Aviation Administration (FAA) and DA approval with restricted airspace in Piñon Canyon Maneuver Site for exclusive Army aviation operations.

1.1.12 Improve shower availability for off-post personnel

For Soldiers that reside off-post, additional shower facilities on-post would allow for quicker turnaround between PT and morning work call. Currently, the number of showers available is inadequate for the number of Soldiers that require their use. The goal is to design and identify facilities and locations to increase the number of shower units available. Many Soldiers who live off-post elect to return to their residences rather than wait for access to shower facilities. This creates additional congestion in traffic on/off the installation. Additional shower facilities would allow Soldiers who live off-post to shower on-post without returning home.

1.2 Enhance Fort Carson as a power projection platform

OPR - 4ID G1 and Directorate of Human Resources

Projecting the nation's military might starts with an efficient method of preparing Soldiers to enter the fight. The preparation for deployment of personnel and material in a rapid and effective manner are the underlying components of this objective. The process of preparing personnel is done by utilizing the Soldier Readiness Process (SRP), while the materiel processes require pre-configured/pre-positioned stocks for no-notice National Security Events and Disasters, supporting facilities and material handling equipment for staging and moving

equipment, as well as the necessary facilities to launch units by land or air. These same facilities are utilized to receive units upon return in a way that eases their re-integration.

The key task necessary to enhance Fort Carson as a power projection platform is:

1.2.1 Streamline and improve the SRP process

1.2.1 Streamline and improve the SRP process

Soldier Readiness Process enables the rapid identification and resolution of potential medical, financial and family care issues that could prevent Soldiers from deploying with their units. To that end Fort Carson and 4ID will evaluate and improve the Soldier Readiness Process enabling better prepared Soldiers to deploy from this Power Projection Platform

1.3 Enforce the highest personnel readiness posture possible IAW ARFORGEN

OPR - 4ID Surgeon and 4ID G1

To ensure the highest quality of personnel readiness for the United States Army, Fort Carson and 4ID commit themselves to improving the overall deployability of the nation's fighting force.

The tasks necessary to enforce the highest personnel readiness posture possible IAW ARFORGEN are:

- 1.3.1 Reduce the number of medical non-deployable Soldiers in the deploying BCT's
- 1.3.2 Reduce the number of administrative non-deployable Soldiers in deploying BCT's
- 1.3.3 Iron Horse Performance Optimization (IHPO)

1.3.1 Reduce the number of medical non-deployable Soldiers in the deploying BCTs

Return to duty rates reflect the number of Soldiers available for duty and deployment, increasing that rate will increase the readiness of the Division and FCCO as a whole. Behavioral Health conditions and musculoskeletal injuries comprise the two most common reasons a Soldier can be non-deployable for medical reasons. Musculoskeletal injuries present a significant impact on deployability, decreasing time away from duty. Identification of those not medically ready for deployment allows better focus on problem resolution. Decreasing the total overweight population and increased PT test score through better prepared

Soldiers also increases FCCO's ability to project the nation's power. Behavioral health conditions adversely affect deployability both directly, through the condition, and indirectly through medications used to treat behavioral health issues that may subsequently cause a Soldier to be non-deployable. Soldiers who receive care on post have a high chance to return to a fully deployable status. Currently, the large population of non-deployable Soldiers in deploying units is being addressed with both reactive measures (transfer to unit with later ready date in the ARFORGEN cycle) and proactive measures to prevent injury, improve fitness and improve recovery.

1.3.2 Reduce the number of administrative non-deployable Soldiers in the deploying BCTs

Division G1 works in conjunction with the SJA to identify administratively non-deployable Soldiers and work toward optimizing the deployable force.

1.3.3 Iron Horse Performance Optimization (IHPO)

This comprehensive physical fitness performance program is designed to address medically non-deployable Soldier injuries that have incurred both on- and off-duty by decreasing injury rates through improved rehabilitation and reconditioning. The critical components of this program include the collective effort of the Division Dietician, Physical Therapists (PT), Athletic Trainers (AT), and Certified Strength Coordination Training Specialists. By combining these subject matter experts (SME) of physical health within the BCTs, leaders are able to prevent, identify and treat injuries early thereby shortening recovery time. This process will be closely monitored as Soldiers transition from rehabilitation to reconditioning to optimize fitness. This system also hinges on the education of leaders through the Building Soldier Athlete (BSA) program to optimize strength and minimize injury. To assist in this endeavor, it is recommended that unit representatives be trained (1/platoon) on the principles of core - strength training/reconditioning allowing the program to facilitate unit readiness throughout the ARFORGEN Cycle.

1.4 Enforce the highest materiel readiness posture possible IAW ARFORGEN

OPR - 4ID IG

To ensure the highest quality of material readiness for the United States Army, Fort Carson and 4ID commit themselves to improving the overall deployability of the nation's fighting force.

The tasks necessary to enforce the highest materiel posture IAW ARFORGEN are:

- 1.4.1 Implement a command inspection program and staff assistance visits targeting Command Supply Discipline Program (CSDP) services and maintenance compliance
- 1.4.2 Conduct Commander's Maintenance Evaluation Team (COMET) Material Readiness Reviews and Assessments
- 1.4.3 Command Enabling Assistance Inspections

1.4.1 Implement a command inspection program and staff assistance visits targeting the Command Supply Discipline Program services and maintenance compliance

A G3 synchronized OIP inspection of BCTs at 180 days in the ARFORGEN cycle. Focused on CSDP maintenance services with specific looks at these areas during CIPs (within 90 days) and SCIPs (after 180 days) following assumption of command IAW AR 20-1. Inspection teams of these areas will be G4 and IG led.

In order to further assist units in meeting compliance requirements with OIPs and CIPs, it is imperative that a thorough follow-up be conducted. This ensures that units are aware of which improvements can be made and where practices should be sustained to align their effort with ARFORGEN.

CG's Philosophy: "I believe when Commanders are properly enabled and understand the standard, they will succeed."

1.4.2 Conduct COMET team Material Readiness Reviews and Assessments

A non-attribution look (Battalion Command requested) focused on all aspects of maintenance services and property.

1.4.3 Command Enabling Assistance Inspections

These inspections will be different from OIPs, as they are focused on CG directed priorities. This program will allow Battalion Commanders to understand the CG's directed priorities, and also to facilitate feedback of how the priorities are being implemented. These inspections will be predictable (though some may be no-notice) and will not be checklist oriented, but rather

systems focused. The intent of these inspections is not for commanders to slew on target, but rather to get a frank assessment regarding their systems. Areas of emphasis are maintenance, knowledge management, training management, counseling, sponsorship, and APFT. Subsequent inspections will be ARFORGEN-centric. This is a non-attribution look focused on enabling Commanders to honestly see themselves

1.5 Full Spectrum Operations (FSO) training for 2020

OPR- MSE G3 and/or Directorate of Plans, Training, Mobilization, and Security (DPTMS)

Enabling Soldiers to reset and re-train requires necessary resources to include land availability and resource development. Training areas require continuous improvement of the facilities on Fort Carson. Full Spectrum Operations require increasingly complex mission demands and over the course of the next ten years, Fort Carson will continue to pursue near-term objectives necessary to achieve training readiness.

The tasks necessary to ensure effective training in support of full spectrum operations for 2020 are:

- 1.5.1 Execute FC 2020 initiatives
- 1.5.2 Sustain and develop Fort Carson/Piñon Canyon range modernization
- 1.5.3 HAMET Center of Excellence
- 1.5.4 Training requirements matched to capabilities for 2020
- 1.5.5 Stability Center of Excellence
- 1.5.6 Expand AHA to a holding area for each BDE and separate BN
- 1.5.7 Determine ASP & AHA capability required for 2020
- 1.5.8 Piñon Canyon development

1.5.1 Execute FC 2020 initiatives

As FCCO grows, all planned development and facilities expansion will include a focus on mission requirements and force structure of 2020. Prioritizing training requirements, new facilities will be designed in a manner that leaves them adaptable and reconfigurable for the needs of the future force. Interoperability, not only across the combined arms and joint operations spectrum, but also inter-agency, multi-national, and inter-governmental, becomes an essential training element. By expanding our needs analysis to encompass the next ten years across Full Spectrum Operations, we ensure FCCO is postured to remain a Center of Excellence for Army through 2020 and beyond.

1.5.2 Sustain and develop Fort Carson/Piñon Canyon Maneuver Site range modernization

Identify what training capabilities currently exist, and what capabilities are needed. Identify the shortfalls with the purpose overcoming gaps in future training requirements to meet the needs of Soldiers training in 2020.

1.5.3 HAMET Center of Excellence

Be the premiere choice for High Altitude Mountain Environmental Training for the Army's rotary wing assets by continuously improving our HAMET training. This can be accomplished through both the course training environment we provide visiting units, and our availability to units across the Army to use FCCO as their training site.

1.5.4 Training requirements matched to capabilities for 2020

Projecting future training requirements to shape the development of FCCO now, allows us to proactively lead change to shape the future force. Once future requirements are identified, construct agile and reconfigurable training sites to train for all possible areas of operation.



1.5.5 Stability Center of Excellence

Deliberate focus on Family and quality of life issues serves as a combat multiplier to the fighting force. Providing all necessary services and recreational venues to Soldiers and their Families increases the value of dwell time and preserves the force. Our goal is to provide the type of stability to the Soldier that keeps FCCO the most requested duty station in the Army.

1.5.6 Expand AHA to a holding area for each BDE and separate BN

Expanding the size of the Ammunition Holding Area (AHA) and providing designated areas for each BCT allows for better organization and security of the units' assets. Currently, the AHA lacks sufficient size to assign each brigade (BDE) enough of their own designated area to properly support their requirements. Expansion of the site allows for greater efficiency of operations.

1.5.7 Determine ASP & AHA capability required for 2020

Projecting future requirements can shape the development of the Ammunition Supply Point (ASP) and AHA now to meet the mission requirements of full spectrum operations in 2020.

1.5.8 Piñon Canyon development

As FCCO grows, adequate area and a variety of terrain on which to train must be a priority. Development and maintenance must continue at our current training sites in order to prepare Soldiers for the challenges faced in our current areas of operation. Use of Piñon Canyon is key to FCCO's development as a training center of excellence.



2.0 SOLDIER

The enduring priority for the Soldier LOE is – *Develop the Total Force*. A total force (Soldiers, leaders, and Civilians) who live the Army Values and maintain the Warrior Ethos. Leadership that is actively engaged in developing Soldiers and Civilians while continuously leveraging risk mitigation against mission accomplishment. An experienced Civilian workforce as a combat enabler supporting all operational and training missions both at home and abroad.

The keys to success for the Soldier LOE are:

- ❖ Develop leaders who are adaptive, innovative, agile, and culturally astute
- ❖ Ensure leaders have the requisite skills to understand, visualize, describe, direct, and assess
- ❖ Leadership is the difference – it is the integrating element of combat power that exponentially improves outcomes when combined with the other elements of combat power
- ❖ Sustain and develop a work environment that promotes mutual respect, trust, professional development, personal growth, and teamwork

Mission Focus – Building relationships between military organizations; among Soldiers, Civilians and contractors; throughout the military community; and with city, state and national leaders – has been and will continue to be the key to meeting mission success for our deployable organizations. In pursuit of institutional adaptation, we will seek and facilitate changes to our culture, functional alignment, governance forums and processes associated with the Chief of Staff of the Army's three major components of institutional adaptation: improve ARFORGEN; adopt an enterprise approach; and reform requirements and resource processes. Soldiers and the Civilian workforce must focus the following areas: leadership, training, readiness, mobilization, transformation, total-force utilization, joint interdependence, force protection and well being. We must continue to collaborate with local and state leaders to ensure our critical infrastructure needs are recognized. No Army organization stands alone.

The Soldier LOE is comprised of three goals:

- 2.1 Retain, develop, sustain, and deploy Soldiers capable of supporting the Army's mission
- 2.2 Recruit, retain, develop, and sustain Civilians capable of supporting the Army's mission
- 2.3 Soldiers, Civilians, and Family members that are proud to be part of the Fort Carson team

The Challenge– Maximizing training and Family time during reset and training of combat units. For the next several years, it is unlikely that we will achieve the Army's desired 1:2 dwell ratio within the ARFORGEN model. Even when we do, maximizing available training time while

focusing on the Family and community relationships will be demanding and tough. Soldier Focus allows us to meet this challenge. Maximizing available training time in conjunction with supporting the Family and community is the essence of our Soldier Focus approach. For many military Families, a homecoming is a more complex experience than they might realize or admit. There's a part of you that can finally breathe again because you don't have IEDs (improvised explosive devices), mortar attacks, and convoys in the back of your mind — you know your loved one is safe. Yet there is an entire range of emotions mixed into this relief — guilt, anger, fear, resentment, curiosity, a sense of loss, independence, and pride. Soldier Focus allows us to narrow our scope on only the most important mission essential tasks. Soldier Focus, combined with the Soldier life cycle provides a well balanced work environment which promotes balanced training and a Family focused team.

Risk Reduction – specific actions to reduce operational and force management risk:

- ❖ Early resolution of training schedules to reduce customer frustrations with Civilian agencies
- ❖ Continuity of effort with Garrison counterparts to continue when 4ID HQ deploys
- ❖ Periodic updates to the entire Fort Carson team detailing advances and the path remaining

Senior leader oversight of the Soldier LOE: 4ID DCG-S

Lead staff agency of the Soldier LOE: 4ID G3

2.1 Retain, develop, sustain, and deploy Soldiers capable of supporting the Army's mission

Our mission at Fort Carson is to support the Army's mission by deploying, fighting, and winning our Nation's wars. The basic building structure of Fort Carson is the Soldier. Each Soldier should be able to deploy -- that's what every Soldier understands will be demanded of them. We have separated Soldier and Civilian development because it is easier to manage how we track how well we are doing.

The supporting tasks to Retain, Develop, Sustain, and Deploy Soldiers capable of supporting the Army's mission are:

- 2.1.1 Align school capacity with Soldier needs
- 2.1.2 Chain of command educates Soldiers on their retention options
- 2.1.3 Increase individual deployability
- 2.1.4 Improve physical fitness of Soldiers

2.1.1 Align school capacity with Soldier needs

OPR - G3 Schools

In order to expect Soldiers to perform their job commensurate with their rank and position, each should complete the necessary MOS and leadership training prescribed by the Army. This is the “develop” and “capable” part of the goal.

2.1.2 Chain of command educates Soldiers on their retention options

OPR - Division Retention

As a whole, Fort Carson does very well at reaching our retention mission, and we want to keep doing it well. A major part of this is communicating with Soldiers early in the process about their options for re-enlistment. It is the chain of command’s responsibility to frankly discuss options with all Soldiers and retain the quality ones capable of supporting the Army’s mission.

2.1.3 Increase individual deployability

OPR - G1

Deployment is a critical part of the Army’s mission. Without deployable Soldiers, we cannot accomplish the Army’s mission. This is an individual task—Soldiers should feel an individual responsibility to maintain their deployability.

2.1.4 Improve physical fitness of Soldiers

OPR - G3 Training

Physical fitness develops an individual both mentally and physically while improving unit morale and esprit-de-corps. Fit Soldiers are better able to maintain their own well-being while deployed. This is also an individual task. Every Soldier should conduct physical training every day.

2.2 Recruit, retain, develop, and sustain Civilians capable of supporting the Army’s mission

Our mission at Fort Carson is to support the Army’s mission by deploying, fighting, and winning our Nation’s wars. Civilians are a critical part to getting Soldiers ready to deploy and fight. Civilian development, although recognized as essential to the organization, has not always been a concern of the individual. Our emphasis is to educate the workforce on the

availability of training, provide dedicated training time, and provide realistic feedback mechanisms for civilian employees. A comprehensive civilian training plan will help Fort Carson develop the civilian leaders of tomorrow that value an educated workforce capable of supporting deploying units.

The supporting tasks to recruit, retain, develop, and sustain civilians capable of supporting the Army's mission are:

- 2.2.1 Educate the Civilian workforce
- 2.2.2 Provide dedicated training time for Civilians skill development
- 2.2.3 Execute the Strategic Recruitment Process
- 2.2.4 Create Individual Development Plans at the beginning of performance cycles

2.2.1 Educate the Civilian workforce

OPR – Directorate of Human Resources, Workforce

This focuses on the soft skills of properly functioning as a Civilian working on Fort Carson. Job specific skill development, leadership training, and mandatory training requirements all fall under this umbrella. This is the “what” portion of training—clearly defining the training requirements and available training.

2.2.2 Provide dedicated training time for Civilians skill development

OPR - DHR, Workforce

A separate task, this provides the “when” to training the Civilian workforce. This also extends to cross-functional training that allows organizations and directorates to cross-train their personnel to complete all the tasks with the resources they have available.

2.2.3 Execute the Strategic Recruitment Process

OPR - CPAC

A critical part of recruiting and retaining a quality Civilian workforce is getting the right folks in the first place. The Strategic Recruitment Process defines the requirements upfront so recruiting officials know what to look for in a candidate- this should reduce probationary employee termination due to lack of qualification.

2.2.4 Create Individual Development Plans at the beginning of performance cycles

OPR- DHR, Workforce

Every Civilian employee deserves feedback from their supervisor concerning work performance and expectation for the upcoming performance cycle. As directed by the IMCOM Commander (IMCOM Command Policy #13, 22 Feb 2010), leaders will ensure supervisors develop and maintain Individual Development Plans for all Civilian employees.

2.3 Soldiers, Civilians, and Family members that are proud to be part of the Fort Carson Team

Mutual respect, trust, and teamwork are all components of a well functioning team. The people that comprise the Fort Carson team deserve a work environment where they can grow and thrive— an environment that makes them feel proud to be part of a team. A professional force understands the expectations, acts accordingly, and takes additional action when they notice something is not right

The supporting tasks to help ensure Soldiers, Civilians, and Family members are proud to be part of the Fort Carson Team are:

- 2.3.1 Provide updates to policy letters, regulations, and local training directives
- 2.3.2 Conduct events that encourage organizational esprit-de-corps and sense of belonging to a team
- 2.3.3 Provide venues for Fort Carson team members to provide feedback to the leadership
- 2.3.4 Clarify procedures concerning misaligned policies

2.3.1 Provide updates to policy letters, regulations, and local training directives

OPR - SGS

A professional total force understands the requirements and expectations placed upon them by leadership and the organization. The organization and leadership must be able to simply and completely provide these expectations and requirements in easily understandable language and in an easily accessible location. A periodic review of all policy letters, regulations, and local training directives will help reduce the ambiguities and conflicts among documents while keeping the requirements and expectations on pace with the Army's demands.

2.3.2 Conduct events that encourage organizational esprit-de-corps and sense of belonging to a team

OPR - G9

Periodic breaks from the normal day-to-day tasks to focus on how the team members relates to each other improves team cohesion and performance on the job. Team-building and esprit-de-corps events are encouraged at all levels to develop a sense of belonging to the Fort Carson team.

2.3.3 Provide venues for Fort Carson team members to provide feedback to the leadership

OPR - SGS

Good teams accept critical feedback from team members in order to correct deficiencies and foster a feeling of acceptance among team members. Fort Carson team members are encouraged to provide feedback through their respective chains of command or directly to the responsible agency to best resolve pressing issues. As well, the Fort Carson leadership will periodically host venues to garner feedback from Fort Carson team members so they can voice their concerns and issues directly to the top.

2.3.4 Clarify procedures concerning misaligned policies

OPR - SGS

Occasionally, a policy or procedure may not pass the initial sanity check of a subordinate commander, a commander may feel they need more active control in a certain area, or there may simply be a misunderstanding or misinterpretation of the policy. 4ID, Garrison, and MSE staff stand ready to address these issues as they develop and provide a timely, comprehensive answer to all commanders for each issue, and correcting any misalignments to better support subordinate commanders.

3.0 FAMILY

The enduring priority for the Family LOE is – *Care for Soldiers and Families*. A “Mountain Post” Team of Soldiers, Families, Civilians, and retirees who are “America’s Best”. An engaged, close knit Family that shares a common bond and takes care of one another through all phases of ARFORGEN. A system that supports Family readiness and that enhances all aspects of the military’s capability, knowledge, experience, and opportunities to succeed in the operational environment.

The keys to success for the Family LOE are:

- ❖ Instill a lifelong sense of belonging, commitment, and service within our Army Family
- ❖ Provide quality, predicable facilities and services ranging the full spectrum of care (housing, morale and welfare, spiritual, recreational, dental, medical, safety, etc...)
- ❖ Invest in people, programs, and infrastructure to deliver the quality of life for Army Families commensurate with the sacrifices they make for our Nation

Mission Focus – Our Soldiers, Families, and workforce have been and will continue to be the key factors in our success. Our focal point is to be the finest service-focused, effective, well-disciplined organization with high morale, trained on the fundamentals of mission support and capable of accomplishing its assigned missions. To accomplish this demanding task we have developed a vision of the future that includes being the “Best Hometown in the Army– Home of America’s Best”.

The Family LOE is comprised of four goals:

- 3.1 Synchronize programs to help Families build resiliency and manage stress to deal with all phases of ARFORGEN
- 3.2 Provide quality, predictable facilities and services ranging the full spectrum of physical, emotional, mental, and spiritual health
- 3.3 Enhance quality of life programs for Soldiers and Families
- 3.4 Enhance two-way communication between Families, the Fort Carson chain of command, and agencies

The Challenge – Fort Carson has entered into a new phase of its incredible history. Our level of growth has not been experienced previously and we continue to grow at a rapid rate. This growth has presented many challenges in ensuring the highest quality services are provided to our Soldiers and Families. Working hand-in-hand with our partners “inside and outside the gate,” developing new and innovative approaches to delivering services, making our processes more efficient are just a few initiatives we are and will continue to pursue to meet these challenges head-on.

Risk Reduction –

- ❖ Aligning USAG services with the ARFORGEN cycle
- ❖ Listen to the customer / ensure Soldier and Family member access to entitlements, Family programs, and Family services
- ❖ Understand the environment

Senior Leader oversight of the Family LOE: Fort Carson Garrison Commander

Lead staff agency of the Family LOE: Army Community Services

3.1 Synchronize programs to help build resiliency and manage stress to deal with all phases of ARFORGEN

Energizing Soldiers and their Families strengthens the force. The resiliency of the force is dependent upon the ability of its Soldiers, Families and Civilians to cope with the growing effects of stress and prepare them to be able to adjust better to future demands. Providing Soldiers and their Families reliable, healthy, and safe places, spaces, and essential city services at the Mountain Post allows us to be an assignment of choice for Soldiers, Families and Civilians.

Tasks necessary to ensure we are raising the quality of life for the entire Fort Carson community:

- 3.1.1a Build Family Readiness Groups and Rear Detachments into cohesive teams with capabilities to help Families solve problems
- 3.1.1b Family Readiness Group and Rear Detachment improved communication mechanism
- 3.1.2 Soldiers and Families are aware of their deployment cycle
- 3.1.3 Organize focus groups to identify gaps with newcomer's website
- 3.1.4 Limit stress on Soldiers and Families in transition

3.1.1a Build Family Readiness Group and Rear Detachment into cohesive team with capabilities to help families in transition solve problems

OPR – ACS

Exceed the Army standard for Family preparedness by developing successful Family Readiness Groups (FRG) regardless of unit size and structure. Accentuate the importance of the FRG as a

vital volunteer program; and ensure that rear detachment leadership is identified and adequately trained well in advance of unit deployments. Guarantee Soldiers' peace of mind that their Family members will be more self-sufficient and will have reliable and friendly support while they are deployed.

3.1.1b Family Readiness Group and Rear Detachment improved communication mechanism

OPR - ACS

The unit Family Readiness Group's structure is designed to promote communication of important information and to encourage contact and mutual support among Soldiers and Family members. To establish effective communications, the unit must build an accurate database of Family contact information. Commanders will provide Family contact information for all Soldiers in the unit to the FRG leader and the battalion Family Readiness Support Assistant (FRSA).

3.1.2 Soldiers and Families are aware of their deployment cycle

OPR - FRSA

Predictability and the awareness of the deployment cycle and the services and resources available are paramount in assisting Fort Carson Soldiers and Families in preparation for deployment. Life choices to include education, vacations and a stabilized home environment are affected based on deployment cycles. Improving communications will promote predictability and allow Soldiers and Families to manage expectations and maximize time together prior to the deployment – providing balance to Soldiers and Families in this stressful time period is critical for the resilience levels. Commanders will provide timely information to unit FRG leaders and the battalion FRSA relative the deployment cycle.

3.1.3 Organize focus groups to identify gaps with newcomer's website

OPR - CSO/FRSA

The website that is designed for newcomers must be user friendly and provide the amounts and types of information that would be beneficial to newcomers to Fort Carson. Focus groups will assist in the identification of gaps in information which will enable the website to provide more of the information pertinent to this population. Customer Management Services and the Customer Service Officer will schedule focus groups through unit commanders and the battalion Family Readiness Support Assistants.

3.1.4 Limit stress on Soldiers and Families in transition

OPR – Directorate Family and Morale, Welfare and Recreation (DFMWR)/FRSA

In order to limit stress on Soldiers and Families we will commit ourselves now and over the next five years to providing our Fort Carson Family with a quality of life they deserve. To accomplish this task, we will partner with the surrounding communities to provide world-class quality of life opportunities for our world-class warriors. We will maximize resources to provide programs, facilities and a multitude of diverse, morale, welfare, and recreation (MWR) events/initiatives that meet the needs of different individuals and groups in order to provide a strong, supportive environment where they can thrive. We will improve upon our sponsorship program by implementing a sponsorship policy that assigns all inbound personnel a transition sponsor commensurate with their rank and duty position to ensure that all personnel new to the community are adequately welcomed and afforded the opportunity to have someone familiar with the surrounding area available to answer questions, provide support and assist in a smooth transition.

3.2 Provide quality, predictable facilities and services ranging the full spectrum of physical, emotional, mental, and spiritual health

Fort Carson Soldiers, Families and Civilians know what to expect and are confident that their physical, mental, emotional, and spiritual needs will be met. Leaders at all levels communicate policies, work schedules, available services, and scheduled events to Soldiers, their Families, and the Civilian workforce.

Tasks necessary to ensure we are providing quality, predictable facilities and services ranging the full spectrum of care:

- 3.2.1 Ensure that existing Family programs and services are standardized and properly resourced
- 3.2.2 Improve Quality Control and Customer Service Procedures to enable effective services
- 3.2.3 ICE overall customer satisfaction report
- 3.2.4 Ensure excellence in schools, youth services and child care
- 3.2.5 Ensure Soldiers and Families have adequate opportunities for spiritual health
- 3.2.6 Ensure access and quality of health care

3.2.1 Ensure that existing Family programs and services are standardized and properly resourced

OPR - MEDDAC

With the addition of a new state-of-the-art Primary Care Clinic opened October 26, 2009, Evans Army Hospital has greatly enhanced the quality of medical care available to its Soldiers and their Families. This effort is a part of a long-term strategic plan to provide the medical and dental space needed to care for the number of Soldiers and Families at Fort Carson.

3.2.2 Improve quality control and customer service procedures to enable effective services

OPR - USAG Customer Management Services

Our customers' voice is valuable. Fort Carson is committed to assessing customer satisfaction on how well the Garrison provides services. We will prioritize the importance of our services in accordance with the voice of the customer and the voice of the business. Our Garrison has implemented numerous forums to resolve customer problems at the installation level, while providing a mechanism for continuous service improvement.

3.2.3 ICE overall customer satisfaction report

OPR - USAG Customer Management Services

ICE allows for individual comment submissions that are quickly resolved by the manager of the appropriate service agency. The Interactive Customer Evaluation (ICE) system is a web-based tool that collects feedback on services provided by various organizations throughout the Department of Defense (DOD). The ICE system allows customers to submit online comment cards to rate the service providers they have encountered at military installations and related facilities around the world. It is designed to improve customer service by allowing managers to monitor the satisfaction levels of services provided through reports and customer comments. ICE provides the following benefits:

- Allows DOD customers to quickly and easily provide feedback to service provider managers
- Gives leadership timely data on service quality
- Allows managers to benchmark the performance of their service providers against other DOD organizations.
- Encourages communication across organizations by comparing best practices to increase performance results.
- Saves money

3.2.4 Ensure excellence in schools, youth services and child care.

OPR – DFMWR/CYSS

Our goal is to support the readiness and well-being of Families by reducing the conflict between unit mission requirements and parental responsibilities. We must ensure our Families who serve side-by-side with their Soldiers have access to child care and youth programs at a level proportionate with their patriotic and dedicated service and sacrifice to the nation.

3.2.5 Ensure Soldiers and Families have adequate opportunities for spiritual health

OPR - Division Chaplain

The importance of spiritual health for Soldiers and Families cannot be underestimated. Spiritual health for Soldiers and Families is vital for establishing and maintaining resiliency in an environment of continuing deployments. Families and Soldiers are under increasing stress, and spiritual health is a key component of Comprehensive Soldier and Family Fitness that enables Soldiers and Families to survive and thrive.

3.2.6 Ensure access to and quality of health care

OPR - MEDDAC/EACH

Access to quality health care is the right of all active duty military. To deliver on the promise of quality, safe, and timely Warrior and Family Centered Care, our goal is to: Deploy a healthy force; execute an Army Medical Action Plan that returns the Warrior in Transition to the force or successfully transitions the veteran to Civilian life; and manage care of the total Army Family.

3.3 Enhance Quality of Life programs for Soldiers and Families

Fort Carson's commitment to Soldiers, Families, Civilians and the surrounding regions shape our obligation to implement practices that safeguard the environment and our quality of life. Quality of life is dedicated to the precept that the Army's number one operational resource must be taken care of.

Tasks necessary to enhance quality of life programs for Soldiers and Families:

- 3.3.1 Improve Soldier and Family housing

- 3.3.2 Improve access to Temporary Lodging

- 3.3.3 Enhance the secure environment for Soldiers and Families
- 3.3.4 Improve procedures for convenient access to child care
- 3.3.5 Improve access to both on- and off-post services and facilities (Warrior Family Community Partnership)
- 3.3.6 Expand education opportunities for Family members
- 3.3.7 Improve religious based educational programs
- 3.3.8 Sustainability programs

3.3.1 Improve Soldier and Family housing

OPR - Directorate of Public Works, Housing Division

Fort Carson is undergoing a 408-home expansion at three areas. We have completed 12 new homes on Ute Hill for senior officers, almost finished with 180 new duplexes for junior officers and senior enlisted at Iroquois Village, and about half finished with 216 homes for E-5s and E-6s at Dakota Ridge. April 2010 we expect to be able to start construction on 308 new homes. Chippewa will be a new village, between gate 1 and the PX, with 180 homes for junior enlisted families. We will also expand Iroquois village, adding another 120 duplex homes for senior enlisted and junior officer families. Finally, 8 homes for field grade officers will go up between upper and lower Ute villages.

3.3.2 Improve access to Temporary Lodging

OPR - Directorate of Family, Morale, Welfare and Recreation

Fort Carson is working to provide a better quality of service for our Soldiers and their Families. The most important element in sustaining the Army is the quality of life we provide our Soldiers and their Families. The Colorado Inn, the post's temporary lodging facility, is operated on a first-come, first-served basis.

3.3.3 Enhance the secure environment for Soldiers and Families

OPR - Directorate of Emergency Services

The cumulative effects of high operational tempo are exponentially increasing stress on our Soldiers, Families, and Civilians personnel. In acknowledging that Soldiers, and the Families who support them, are the strength and centerpiece of the Army, we must also recognize the commitment and ever burgeoning sacrifices that Fort Carson Soldiers, Families and Civilians are making each and every day. Our goal is to ensure that the Family unit is safe, and that we have provided all the resources needed to make certain Soldiers and their Families live in a healthy and secure environment.

3.3.4 Improve procedures for convenient access to child care

OPR - Directorate of Family, Morale, Welfare and Recreation/Child Youth and School Services

Managing the demands of a military career and Family life can be challenging. Convenient access to child care is vital to successfully balancing work and home life. Procedures are currently being implemented to make the process and procedures for registering and accessing child care easy for customers.

3.3.5 Improve access to both on- and off-post services and facilities (Warrior Family Community Partnership)

OPR-Directorate of Family, Morale, Welfare and Recreation

The Army Community Covenant program is the platform to communicate needs of Families and inspire continued support from our local community. The Warrior Family Community Partnership will provide the opportunity for community partners to easily determine the needs of the military community and determine how best they would like to provide support and resources.

3.3.6 Expand education opportunities for Family members

OPR - Directorate of Human Resources

Military spouses have more opportunities to pursue careers and education through a variety of programs managed by the Department of Defense, educational institutions, and other organizations. Now more than ever, partnerships with local colleges can assist spouses in meeting their educational goals.

3.3.7 Improve religious based educational programs

OPR - Division Chaplain

Religious-based educational programs are the cornerstone of the lives of many military Families. Adequate resourcing, facilities, and curriculum will ensure that this important component is provided at an optimum level.

3.3.8 Sustainability Programs

OPR - USAG SEMS Team

Fort Carson has long been an Army model of environmental stewardship and has an established history of community involvement. A sustainability approach was a logical next step at Fort

Carson. It is our obligation to ensure that Fort Carson Soldiers today - and the Fort Carson Soldiers of the future have the land, water and air resources they need to train; a healthy environment in which to live, and the support of local communities and the American people. For those reasons, Fort Carson embraces sustainability as a partnership between our present and our future.

3.4 Enhance two-way communication between Families, the Fort Carson chain of command, and agencies

Improve communication through multiple media sources. Through two-way communication, Families, agencies, and the chain of command can be informed of what is expected. Good communication sets the stage for establishing shared goals, mutual decision-making, avoiding misunderstanding, and helping families understand how to adapt to the military lifestyle.

Task necessary to improve two-way communication between Families, Fort Carson Chain of Command and agencies:

3.4.1 Improve communications to foster understanding and attain a “Community of One”

3.4.1 Improve communications to foster understanding and attain a “Community of One”

OPR - Garrison Public Affairs Office/Family Readiness Support Assistant

The Fort Carson Campaign Plan and strategy focuses on the development of multi-skilled, professional, selfless, and adaptive leaders, maintaining constant two-way communication between themselves, Families and the surrounding community. Ensuring that Soldiers and Families are aware of deployment cycle, command relationships, and changes in the Fort Carson community through constant leader communication.



4.0 TEAM

The enduring priority for the Team LOE is – *Forge Community Partnerships*. A team of teams: Soldiers, Families, Civilians, retirees, and private and public sector communities with a common goal to forge partnerships to sustain “America’s Best.” A team that uses the Community Covenant as the foundation for solid relationships. A partnership with open communications to understand one another’s needs and requirements, aggressively filling the gaps to provide the best quality products and services to our Soldiers and Families.

The keys to success for the Team LOE are:

- ❖ Form the new team with outreach to the community and include the public and private sectors in the larger Colorado Springs and Regional Area
- ❖ Maximize limited resources through internal and external partnerships
- ❖ The Community Covenant provides the basis for building strong communities and partnerships that enhance the resilience and readiness of Soldiers and their Families

Mission Focus – The Army has a mission to train and fight the nation’s wars. In order to be successful and continue to maintain public support for our heroes fighting this war we must maintain close ties with our Front Range community. While our Soldiers are away, the community supports their Families and loved ones with a myriad of programs and services. The Army must do its part and give back to our local community as well. Without community support, our team will never forge into excellence.

The Team LOE is comprised of three goals:

- 4.1 Enhance resources to support Soldiers and Families through community partnerships
- 4.2 Formalize an environment for success using the Community Covenant as our guide to reach Fort Carson’s Governance, South and Central partners
- 4.3 Increased communication with local, state and federal government agencies



The Challenge – This has been a prolonged war on terror. With the depressed economy, community resources are not as available as they used to be. We have to carefully pick and choose which programs and services to focus on for the betterment of our Soldiers and Families. The ARFORGEN cycle, however, has limited our ability to support community functions, so once again, we must carefully pick and choose what we support. It is critical that Fort Carson continues to support community functions as much as possible in accordance with the ARFORGEN cycle.

Risk Reduction – Specific actions to reduce stress on the community and the Division:

- ❖ Community event requests processed 120 days out when possible
- ❖ Synchronizing community events with training schedules
- ❖ Periodic updates to the community about the ARFORGEN cycle

Senior Leader Oversight of the Team LOE: Fort Carson Garrison Commander

Lead staff agency of the Team LOE: Garrison Public Affairs Office

4.1 Enhance resources to support Soldiers and Families through community partnerships

Community partnerships can enhance our ability to support Soldiers and Families through programs and services designed to complement existing Fort Carson services. Increased deployments and a depressed economy have made forging partnerships invaluable to the way we now do business. Without partnerships success is no longer guaranteed.

4.1.1 Establish a centralized location and process for resource exchange

4.1.1 Establish a centralized process for resource exchange

OPR - Directorate of Family, Morale, Welfare and Recreation

Warrior Family Community Partnership (WFCP) – WFCP will be a one-stop hub that links Soldiers, Families and the community to information, programs and services on Fort Carson. WFCP is an integrated, multi-faceted partnership of Army and community resources, both virtual and onsite, and easily available to all.

4.2 Formalize an environment for success using the Community Covenant as our guide to reach Fort Carson's Governance, South and Central partners

Last year was the first Community Covenant signing ceremony with Colorado Springs. This year we are expanding the program to include Fountain and Pueblo. We will continue to do covenant ceremonies with the surrounding communities to expand the program. Through the Community Covenant we will continue to improve our support to Soldiers and Families.

Tasks that support efforts to formalize an environment for success using the Community Covenant as our guide to reach Fort Carson's Governance, South and Central partners are:

- 4.2.1 Re-sign and expand the Community Covenant
- 4.2.2 Provide mutually beneficial, enduring support to the Front Range community
- 4.2.3 Conduct focused engagements with regional leaders

4.2.1 Re-sign and expand the Community Covenant

OPR- Garrison Public Affairs Office

The Community Covenant was re-signed Oct 22, 2009 adding the city of Pueblo to the ceremony. Civilian Aide to Secretary of the Army will host another ceremony during summer of 2010 and will add the city of Trinidad to the Covenant. Initial planning is for July 2010 during 2nd Bde training at the Piñon Canyon Maneuver Site.

4.2.2 Provide mutually beneficial and enduring support to the Front Range community

OPR - Garrison Public Affairs Office

While our Soldiers are away, the community supports their Families and loved ones with a myriad of programs and services. The Army must do its part and give back to our local community as well. Without community support, our team will never forge into excellence.

4.2.3 Conduct focused engagements with regional leaders

OPR - Garrison Public Affairs Office

Fort Carson has huge local support, but needs to continue to build on these existing relationships. Through more focused engagements with state government and local civic leaders we can build relations at the state and federal levels.

4.3 Increase communication with local, state and federal government agencies

Fort Carson has huge local support, but needs to expand to have better regional support at the state capitol as well as in Southern Colorado. Through more focused engagements with state government and local civic leaders we can improve these relationships and continue to build them at all levels; state and federal.

Tasks identified for increased communication with local, state and federal government agencies are:

4.3.1 Establish a strong, active advisory board to share information with state government and legislative leaders

4.3.2 Increase education and engagements with local, state and federal government

4.3.1 Establish a strong, active advisory board to share information with state government and legislative leaders

OPR - Garrison Public Affairs Office

State Representative Marsha Looper is coordinating with Governor Ritter to form an advisory board with Colorado Springs community leaders as well as commanders from all local installations. At this time the state has no military advisory council to the Governor, which is not conducive to good relations with the military in the state. This will help educate state legislators as well as open a door for more dialogue about local military issues.

4.3.2 Increase education and engagements with local, state and federal government

OPR - Garrison Public Affairs Office

With the uncasing of the 4th Infantry Division and other major Base Realignment and Closure (BRAC) initiatives, Fort Carson has been growing at a dramatic rate. It is now home to over 24,000 service members – including Soldiers, Sailors and Airmen – and over 37,000 Family members and continues to grow. The rapid increase in Soldiers, combined with their Family members and other personnel, presents unique opportunities and challenges for Fort Carson and the surrounding communities. This dramatic expansion of Fort Carson has placed greater emphasis on effective engagement by the Senior Commander with multiple levels of elected leadership – municipal, county, regional, state, and federal leaders - present the Commander with opportunities to improve the installation and lives of Soldiers, Families, and Civilians.

5.0 PROTECT THE FORCE

The enduring priority for the Protect the Force LOE is – *Safeguard America's Best*. Preserve and protect the force by enforcing standards and inculcating risk mitigation in all we do. Safeguard our Soldiers, Families, Civilians, and infrastructure through proactive and disciplined force protection measures, risk management, and rigorous security programs.

The keys to success for the Protect the Force LOE are:

- ❖ Develop programs and initiatives that address decreasing crime throughout the installation
- ❖ Active engagement of all leaders at every level is essential; establish safety programs at every level (programs for special emphasis include suicide, substance abuse, motorcycle safety, and domestic violence)
- ❖ Continually assess safety programs, learn quickly, and disseminate life saving measures across the Fort Carson Community
- ❖ Provide high-quality emergency services

Mission Focus – The mission of the Army is to train for and fight our Nation's wars at home and abroad, in order to protect the interests vital to the United States. Thus, in order to do so in the manner expected of us, we have a duty to protect those that support our warfighting efforts, be the Soldiers, Family members, government Civilians, and contractors alike. First, we must build and maintain strong and positive relations with local, state, and federal agencies that aid in those efforts. Secondly, we must ensure that those relationships reflect a mutual state of readiness when our Nation is called upon to act. Thirdly, we must ensure that our efforts reciprocate the confidence and trust bestowed upon us.

The Protect the Force LOE is comprised of three goals:

- 5.1 Make Fort Carson a crime free installation
- 5.2 Make Fort Carson a safe and incident free installation
- 5.3 Promote and support an Anti-Terror/Force Protection Program

The Challenge – With the continuous state of flux that Fort Carson has recently experienced, in addition to other significant events elsewhere in the military community, it is reasonable for our Soldiers, Family members, and Civilians to expect to live and work in a safe environment. Fort Carson police tirelessly endeavor to eradicate criminal activity on post. They do so by extensive community policing, targeting of high-crime areas, and assisting commanders in their efforts to promote good order and discipline. These efforts will enable us to ensure that Fort Carson can one day become a crime-free installation. Additionally, multiple programs have been emplaced to ensure the safest practices are being conducted on a daily basis. For it is not enough to merely talk about safety, but it must be reinforced at all times. Thus, mitigation

efforts will enable us to ensure that Fort Carson will also become a safer, accident-free installation. Moreover, in light of terrorist plots that continue to hit closer to home, it is not beyond the realm of possibility that it could one day happen here. Therefore, Fort Carson's Anti-Terror / Force Protection programs not only consist of vehicle inspections and check points, but much attention is paid to training and educating our Soldiers, in order to promote enhanced quality of life for all.

Risk Reduction – specific actions to reduce operational and force management risk:

- ❖ Increased mobile patrols of high-crime areas on installation, rapid reporting of criminal activity, and information dissemination, which affords commanders the opportunity to assume a more proactive role.
- ❖ Increased emphasis on educating Fort Carson personnel as to the activities that compromise safety in our daily routines; continued analysis of current practices, and development of even safer alternatives.
- ❖ Keeping the public informed about threats that could have potentially catastrophic ramifications, not only on Fort Carson, but the surrounding communities; implementation of various performance measures to minimize the effects of such events.

Senior leader oversight of the Mission LOE: 4ID Chief of Staff (COS)

Lead staff agency of the Mission LOE: 4ID Provost Marshall Office (PMO)

5.1 Make Fort Carson a crime free installation

OPR – Directorate of Emergency Services (DES)

The goal is to work on aggressive patrolling, targeted enforcement of high crime areas, interagency cooperation, and direct communication with commanders. Fort Carson Police are utilizing community policing techniques such as walking and bike patrols (with increased patrolling in identified hot spots) to allow the community to interact with law enforcement in a positive and proactive manner. This relationship allows law enforcement to gather intelligence about the community from its citizens which enables police to address issues before they become a more significant problem.

Tasks identified to make Fort Carson a crime free installation are:

- 5.1.1 Reduce on-post crime rates under the rate of similar size Army installations
- 5.1.2 Sustain close coordination with local, regional, state, and federal law enforcement agencies
- 5.1.3 Implement a program presented by local, regional, and military law enforcement professionals on criminal activity and the hazards of illegal conduct
- 5.1.4 Ensure company / troop / battery commanders meet the suspense to DES for completion of Commander's Reports of Disciplinary Actions

5.1.1 Reduce on post crime rates under the rate of similar size Army installations

Through the use of data from the Fort Carson Police intelligence specialist we will constantly monitor crime trends in order to utilize our assets efficiently to reduce crime. We already increase patrols in the housing areas in the spring, summer, and fall to deter youth crimes (walking and bike patrols). These patrols are also an important part of community policing because they put the police on a more personal level with the public. Analyzing this data will help the Fort Carson Police focus their patrol assets on the areas in most need.

5.1.2 Sustain close coordination with local, regional, state, and federal law enforcement agencies

The Directorate of Emergency Services and police leadership work closely with all local law enforcement entities to ensure all criminal activity is identified while working for ways to reduce this type of behavior. The police leadership attends a monthly local collaborative meeting to discuss trends and current issues. Additionally, there are a number of subcommittees that deal with training, administration, and operations that have members from all local agencies. There is a reciprocal training agreement with local agencies that allow better interaction and levels of service for all involved. Fort Carson Police provides officers to a liaison office that is located within the Colorado Springs Police Department on weekends and holidays to assist Soldiers that may have encountered problems while off-post.

5.1.3 Implement a program presented by local, regional, and military law enforcement professionals on criminal activity and the hazards of illegal conduct

The DES conducts a Senior Commander/CSM (BN and up) briefing covering Law Enforcement, Physical Security and Fire information, arming in-coming senior leaders with information about criminal activity, crime trends and problem area information. Fort Carson Police brief every Commander/First Sergeant Course, providing criminal activity data, off-limits locations, trends and leadership relevant data. Fort Carson Police Gang Specialists conduct unit briefings on the threats associated with local gangs and the military's policy on becoming a member of a gang. Fort Carson Traffic Accident Investigators (TAI) conduct mock crash presentations to units that demonstrate the tragic effects of drunk driving.

5.1.4 Ensure company / troop / battery commanders meet the suspense to DES for completion of Commander's Reports of Disciplinary Actions

The DES is implementing an electronic distribution of DA form 4833's, Commander's report of disciplinary actions, to ensure the timely delivery to commanders. With a timely completion and action taken, it will show that there are consequences for acts of misconduct.

5.2 Make Fort Carson a safe and accident free installation

Through the aggressive use of awareness, media, training, and councils, uphold an environment that not only fosters a safe environment but addresses and predicts trends. Ultimately, preserving combat power and resources through knowledge and pertinent use of composite risk management.

Tasks for efforts in making Fort Carson a safe and accident free installation are:

- 5.2.1 Execute an aggressive media campaign to promote safety awareness
- 5.2.2 Emphasize organization awards program to recognize outstanding safety performance
- 5.2.3 Implement the Community Health Promotion Council
- 5.2.4 Implement applied Suicide Intervention Skills Training (ASIST) Program

5.2.1 Sustain an aggressive media campaign to promote safety awareness

OPR - Fort Carson Installation and Garrison Safety Offices

Increase the knowledge of Soldiers, Family members, and Civilian employees by using a wide variety of media and awareness materials which focus on established and appropriate safety topics.

5.2.2 Emphasize organization awards program to recognize outstanding safety performance

OPR - Fort Carson Installation and Garrison Safety Offices

Foster an environment that recognizes personnel and organizations that either eliminate unsafe acts and behaviors or prevent an accident from occurring.

5.2.3 Sustain the Community Health Promotion Council

OPR - Fort Carson Installation and Garrison Safety Offices and Community Health Promotion Coordinator

The council brings subject matter experts together in order to develop, implement and reduce duplicative efforts of programs, tools and resources, resulting in programs that increase the quality of life for the Fort Carson Community.

5.2.4 Sustain Applied Suicide Intervention Skills Training (ASIST) Program

OPR - Fort Carson Installation and Garrison Safety Office and Chaplains

Ensure that the appropriate number of quality and knowledgeable personnel are located throughout military organizations that can assess and prevent suicide challenges through the use of Army and Fort Carson resources.

5.3 Promote and support an anti-terror / force protection program

OPR - 4ID Chief of Protection

Goal Definition – Our goal is to achieve and sustain a robust security environment providing for continuous protection of 4th Infantry Division and Fort Carson Soldiers, Family Members, Civilians employees, information, materiel, facilities, and equipment; in all locations and situations. In order to accomplish this every member of our community must continuously be aware of our environment and alert for anything that may pose a threat to our safety and security.

In order for us to achieve this goal, we will focus on two primary tasks:

5.3.1 Improve protection awareness via information/media campaign

5.3.2 Maintain and rehearse the Installation Antiterrorism/Force Protection (AT/FP) Plan

5.3.1 Improve protection awareness via information/media campaign

OPR - 4ID Chief of Protection

Increasing protection awareness throughout our greater community demands a proactive information campaign to inform and remind members of our community of the different aspects

of our protection program and response planning. Our greatest challenge in this regard will be motivating individual members of our community into being receptive to the information and taking appropriate action(s) to better prepare themselves for possible security/disaster/hazard situations. We will leverage the existing Command Information venues (Command TV channel, *Mountaineer* newspaper, town hall meetings, Family Readiness Group meetings/briefings, workforce briefings, etc.) to promulgate information throughout all various segments of our community.

5.3.2 Maintain and rehearse the Installation Antiterrorism/Force Protection (AT/FP) Plan

OPR - 4ID Chief of Protection

We will use holistic program assessments to ensure that all aspects of our protection programs meet or exceed statutory and regulatory guidance and requirements. These will include assessments by our higher headquarters (both FORSCOM and IMCOM), self-assessments at the Division/Installation level, as well as assessments by our headquarters of subordinate and tenant units and activities.

We must integrate all units, activities, and offices within Fort Carson into our protection planning and operations. Additionally, we will liaise with local, state, and other federal law enforcement and security agencies to share information and resources, thereby ensuring that we have both the most complete awareness of any potential threats to our security as well as a comprehensive ability to respond to situations that might occur.

We will ensure and improve preparedness by thoroughly planning for security contingency operations, training both our security forces and the community at large, and then exercising our response plans. This training will reinforce the information disseminated via our information campaign to increase awareness and foster a mindset of incident prevention. We will conduct periodic force protection exercises to test the thoroughness and adequacy of our planning as well as practice the skills taught during training.



Fort Carson History

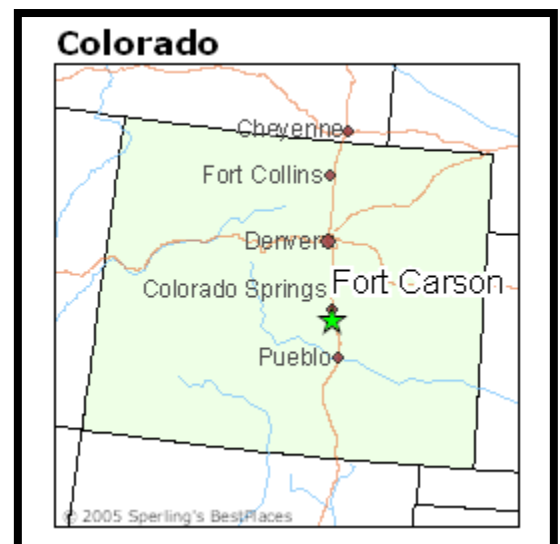
Fort Carson was established in 1942, following Japan's attack on Pearl Harbor. The city of

Colorado Springs purchased land south of the city and donated it to the War Department. Construction began immediately, and the first building, the camp headquarters, was completed January 31, 1942. Camp Carson was named in honor of the legendary Army scout, Gen. Christopher "Kit" Carson, who explored much of the West in the 1800's. At the construction's peak, nearly 11,500 workers were employed on various construction projects at the new camp. Facilities were provided for 35,173 enlisted men, 1,818 officers and 592 nurses. Nearly all of the buildings were of the mobilization type construction with wood sided exteriors. The hospital was of the semi-permanent type concrete block and had space for 1,726 beds with an expansion capability of 2,000 beds.



The 89th Infantry Division was the first major unit to be activated at Camp Carson. During World War II, over 100,000 Soldiers trained at Camp Carson. Along with three other infantry divisions - the 71st, 104th and 10th Mountain - more than 125 units were activated at Camp Carson and more than 100 others were transferred to the Mountain Post from other installations. Nurses, cooks, mule packers, tank battalions, a Greek infantry battalion, and an Italian ordnance company - literally Soldiers of every variety - trained at Camp Carson during the war years. Camp Carson was also home to nearly 9,000 Axis prisoners of war - mostly Italians and Germans. The internment camp at Camp Carson opened on the first day of 1943. These POWs alleviated the manpower shortage in Colorado by doing general farm work, canning tomatoes, cutting corn, and aiding in logging operations on Colorado's Western Slope. From 1942 to 1956, pack mules were a common sight at Camp Carson. The first shipment arrived by train from Nebraska in July 1942. The mules were used by Field Artillery (Pack) battalions to carry equipment, weapons and supplies over mountainous terrain. The most famous of these animals was Hambone, the pride of the 4th Field Artillery. For 13 years, he carried First Sergeants up Ute Pass to Camp Hale. Camp Hale, located near Leadville, Colorado, was where the Army conducted cold weather and mountain warfare training. Hambone died in March 1971 and was buried with full military honors.

Activity at Camp Carson was greatly reduced following the end of World War II. By April 1946, the military strength at the Mountain Post had dropped to around 600. It appeared that Camp Carson would be closed. With the onset of the Korean War, however, activity once again increased.





Many Reserve and National Guard units were called to active duty and stationed at Camp Carson during this time. Camp Carson became "Fort Carson" in 1954. In the 1960s, mechanized units were assigned to the Mountain Post, and additional training land was purchased, bringing the post to its current size of 140,000 acres. Throughout its history Fort Carson has been home to nine divisions. An additional training area, comprising 237,000 acres, was purchased in September 1983. Named the Piñon Canyon Maneuver Site, this training area is located approximately 100 miles to

the southeast and is used for large force-on-force maneuver training. Comprehensive maneuver and live fire training also occurs down range at Fort Carson. Exercises and deployments continually hone the skills of the Fort Carson Soldiers. When not deployed, Soldiers train annually at Piñon Canyon Maneuver Site and the National Training Center in California. Additionally, units participate in joint exercises around the world, including Central and South Africa, Europe, and Southwest Asia. In 2003, most Fort Carson units were deployed in support of Operations Enduring Freedom and Iraqi Freedom. Troops were also sent in support of the guard mission at Guantanamo Bay, Cuba. President George W. Bush addressed the troops and Family members on November 24, 2003, in praise of the Soldiers' determination and the sacrifices their Families have made.

Throughout its history, Fort Carson Soldiers and units have been very active supporting various community events throughout Colorado. Soldiers from the Mountain Post have conducted firefighting missions in local national forests, search and rescue missions throughout the state, and various other emergency operations. Twenty-four cities in Colorado have formal relationships with units at Fort Carson, and the Mountain Post supports over 350 community events every year. Fort Carson has a proud history of supporting the nation's call to arms. For more than five decades, Fort Carson has provided trained and ready Soldiers to meet operational requirements. That heritage continues today at Fort Carson, the Mountain Post.

Glossary of Acronyms

ACS- Army Community Services
AGI- Air Ground Integration
AHA- Ammunition Holding Area
APFT- Army Physical Fitness Test
ARB- Attack Reconnaissance Battalion
ARFORGEN- Army Force Generation cycle
ASP- Ammunition Supply Point
AT- Anti Terrorism
BDE- Brigade
BN- Battalion
CAB- Combat Aviation Brigade
COMET- Commander's Maintenance Evaluation Team
COS- Chief of Staff
CSM- Command Sergeant Major
DES- Directorate Emergency Services
DHR- Directorate Human Resources
DOD- Department of Defense
DPTMS- Directorate of Plans, Training, Mobilization, and Security
FAA- Federal Aviation Administration
FCCO- Fort Carson, Colorado
FP- Force Protection
FORSCOM- Forces Command
FRG- Family Readiness Group
FRSA- Family Readiness Support Assistant
FSO- Full Spectrum Operations
HAMET- High Altitude Mountain Environment Training
IAW- In Accordance With
ID-Infantry Division
IMCOM- Installation Management Command
LAD- Latest Arrival Date
LOE- Line of Effort
MACP- Modern Army Combatives Program
METL- Mission Essential Task List
MSO- Mission Support Order
OPR- Office of Primary Responsibility
PMO- Provost Marshall Office
SMS- Strategic Management System
SRP- Soldier Readiness Process
TRA- Training Resource Authority
UAV- Unmanned Aerial Vehicle
USAG- US Army Garrison
WFCP- Warrior Family Community Partnership